

# Annual Shareholder Meeting

Bill McDermott  
May 10, 2017



















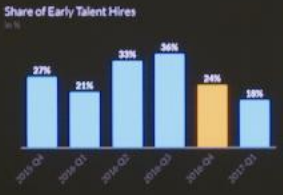


People Overview

People Location

**Grow our Talent**  
Safeguard our talent pipeline & offer impactful growth opportunities for everyone

**People Sustainability**  
Create an inclusive and healthy environment to ensure sustainable business success



- Board Area
  - All
  - CEO
  - BNG
  - DBS
  - GCO
  - GFA/COO
  - HR
  - FMU
  - Consultation
  - Board
  - (Null)
- Job Level
  - All
  - (Null)
  - #
  - BM
  - ET
  - GET
  - SET
  - T1
  - T2
  - T3
  - TSPM
  - T4PF
  - T4PM
  - T5PF
  - T5PM

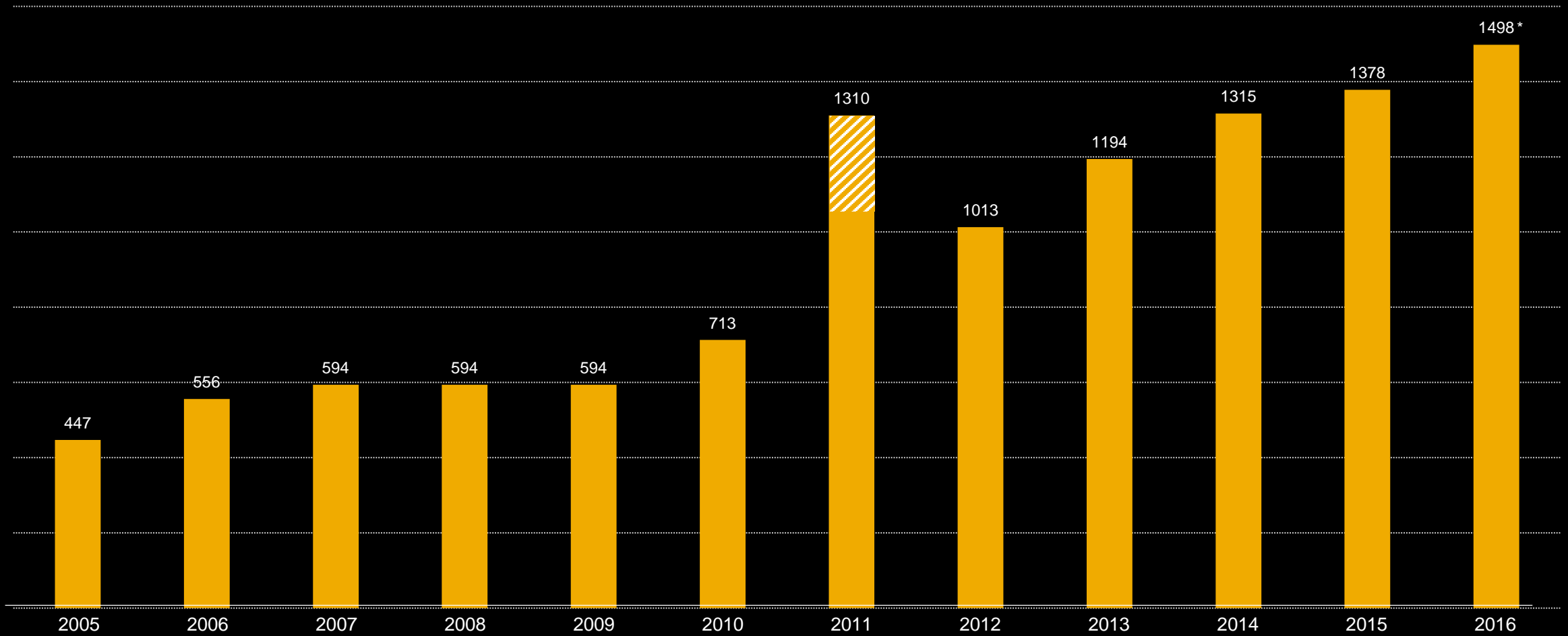


# SAP DIGITAL BOARDROOM





# Total amount of distributed dividends



# Help the world run better and improve people's lives



**Economy**



**Society**



**Environment**

# Social Sabbatical **Video**



## Agenda **topics** (abbreviated)

2. Appropriation of retained earnings for fiscal year 2016
3. Approval of acts of Executive Board
4. Approval of acts of Supervisory Board
5. Appointment of auditors for financial statements and group annual financial statements

# Continued **strong momentum**

	<b>2016</b> ✓	<b>2017</b> Outlook*	<b>2020</b> ambition
<b>Cloud subscriptions</b>	€2.99bn	€3.8 – €4.0bn	€8.0 – €8.5bn
<b>Cloud &amp; software</b>	€18.43bn	+6% – +8%	
<b>Total revenue</b>	€22.07bn	€23.2bn – €23.6bn	€28bn – €29bn
<b>Share of more predictable revenue</b>	61%		70% – 75%
<b>Operating profit</b>	€6.63bn	€6.8 – €7.0bn	€8.5 – €9bn
<b>Employee Engagement</b>	85%	84% – 86%	84% – 86%
<b>Customer loyalty</b>	19.2%	21% – 23%	35% – 40%
<b>Women in management</b>	24.5%	25%	
<b>Greenhouse gas</b>	380kt	<380kt	<336kt